

NHS National Services Scotland Information & Statistics Division Systems Interface Group



More Efficient Operations Delivering Better Customer Service

Overview

NHS National Services Scotland Information and Statistics Division Systems Interface Group (SIG) provides an ICT technical service to all of the business areas within Information Services Division - a business operating unit of NHS National Services Scotland. SIG is made up of a team of 25 IT professionals covering skillsets in Business Analysis, Systems Development and Service Delivery.

Challenge

With a high volume of work and requests from customers, SIG required assistance to deliver the large variety of services required. SIG recognised the need to become more effective, efficient and customer focussed in order to meet customer demands and deliver a quality service. SIG required an independent external perspective with experience of industry standards and optimising and designing IT organisations.

Solution

Amor Group was appointed to lead this project, focussing on service re-design and organisational transformation. Working in collaboration with the SIG management team, Amor Group adopted a proven three phase approach, centered around three core workshops. The first phase involved fact-finding and critical analysis, looking at opportunities to streamline the SIG service catalogue to improve overall effectiveness and quality of the service offerings. In the second phase Amor Group proposed an alternative organisational structure, adoption of standard methodologies for systems development and key areas of service delivery. In the third phase, scenarios were developed to test the validity of the new organisation's structure and delivery model.

Results

The analysis of the services gave SIG a greater understanding of where its stress points were and on what it needed to focus. The exercise resulted in the re-alignment around two significant functions: projects and business-as-usual services. SIG now adopts a single approach to the various types of projects it runs, whether that is an application build or an infrastructure project, enabling SIG to become more efficient and deliver consistency. In terms of business-as-usual services, this gives SIG an even greater challenge in that the service covers many disciplines within the team and is required to be introduced effectively. The concept was well received and SIG is developing further initiatives including the development of the service desk. Overall, this project had a direct impact on ongoing recruitment, which was reshaped and it removed the need to increase the number of management roles.

“ Amor Group’s experience and independence provided us with a clear way ahead and enabled us to focus on a different approach that gave us greater awareness of where our stress points might be and realign the functions. ”

Gordon Fleming, Customer Relationship Manager,
NHS NS ISD Systems Interface Group

Solution Overview

Proven organisational redesign methodology

Encouraged team building

Expert external facilitation and ongoing consultancy to ensure uniformity of processes in key service delivery areas

Re-use of private sector techniques in public sector

Reduced impact of support tasks upon core business

Benefits

Reduced management overhead by 25%

Rationalised services by 25%

Increased service level achievement

Roll-out of standard approach to business analysis across the organisation

Greater understanding of stress points and what focus needs to be on



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